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## EXTERNAL VIEWS AND PERCEPTIONS

25X1 The following is a series of comments developed with [ ]  
 Chief, Support Group, Office of Technical Services, DDS&T, in a  
 25X1 meeting held on August 9, 1985 regarding the study of OL's  
 25X1 service environment and ways to enhance OL's Image. These  
 comments were solicited from [ ] relative to a previously  
 distributed package entitled "Questions for Selected Agency  
 Components". [ ] did not fill out the questionnaire, but  
 utilized its content as a basis of departure for our discussion.

## 1. Logistics Services Utilized

- ° OTS utilizes all OL services

We have large engineering development and engineering  
 design contracts handled by decentralized industrial  
 security and contract management staff representatives  
 of OL.

Next to OD&E and OL-Central, OTS has the next largest  
 level of contracting activity.

25X1 We have two of the largest property accounts [ ]  
 25X1 [ ].  
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We use large amounts of [ ] storage.

OTS has many OL careerists assigned to their functions  
 worldwide.

25X1 [ ]  
 Can't think of anything OL does not do for us.

OTS is very dependent upon OL central and decentralized  
 Logistics to do the total job.

## OL Personnel

- ° OL must do something with PMCD to raise the grades of its  
 positions.

We can't afford to fill responsible Logistics  
 positions at the GS-7 level if they continue to be  
 graded at that level.

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OL hires SOT's at the GS-7 level and will not put them in the GS-7 jobs. Instead, OL puts SOT's in GS-9 jobs and puts couriers, warehousemen, and mail clerks with no relevant experience in the GS-7 jobs.

Example - (2 years ago)

An OL candidate with one year experience in the Registry was turned down by OTS because, although the grade of the job was right for him, he was not right for the job.

In the old days, OL hired experienced "Supply Sergeant" types at the GS-5 level and they grew into the GS-7 jobs in contrast to the above.

This is a major problem. PMCD has not recognized that they have to pay a higher premium for the talent needed.

We have to do the job, in a number of instances, with people who are under qualified, do not have the experience or background, nor do they have the appropriate confidence level.

This problem is not unique to OL - it is the same in the DDA, DDO, and across the Agency in general.

In essence, the problem is "the assigned bodies are junior trainees in jobs requiring trained and experienced junior officers".

For the most part, OL has sent good people and treated OTS fairly.

Once in a while, OTS gets upset when Logistics Officers are moved in and out too fast. (i.e.



#### Perceptions

- ° OL is perceived as bureaucratic
- ° It takes too long, whatever it is - nothing gets done quickly
- ° It is most evident when one puts in an order - its a local purchase - and a local Logistics central type is handling the request.

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Can't understand why it takes so long to get something through the Logistics central system (i.e. 88's process) when in the client's eyes they can get it immediately by going to the store and buying it.

We live in a world of instant gratification and results - here we must wait endlessly for everything. (Example: Personal Computers and Furniture)

° General Comment

In view of the "waiting syndrome", everything becomes priority and time critical. The system becomes clogged up and eventually "priority" becomes "routine".

Anytime C/Support or C/Logistics, OTS goes to OL and asks for something to be done, OL jumps and does it immediately (i.e. on an exceptions basis).

Resulting Problem

OTS has to do this frequently.

As a result, OL central is having to give response on an exceptions basis which results in the "squeaky wheel getting the grease" because routine goes to the bottom of the pile until someone calls up to ask about them.

OTS has the same problem (i.e. far too much work to do). Requirements that come in routinely stay and go to the bottom of the pile. Things that go are those that are exemptions per personal requests for acceleration.

RECD and HOME in External Buildings

° Perceptions

RECD is not staffed or mentally geared to M&O  
You cannot expect an outfit geared to design and construction to do an equally good job in M&O

The orientation of HOME is M&O  
One whole compliment in HOME was established and geared for M&O and could supplement reactive resources where needed externally from within.  
Whereas, RECD with EBOB cannot do the same.

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Feel it was a mistake to put external buildings under RECD. It sounded good, but it appears M&O is beyond the interest of RECD.

HOME always has some generalists to draw on for M&O  
- RECD does not have generalists to draw on and can't afford to give engineers for M&O.

What's the Answer?

- 25X1      °   OTS is now doing quite well with the \$1000 per project Delegation of Authority - [ ] to directly do minor work orders.

- 25X1      °   [ ] is RECD's site representative for EBOB.

He runs interface with G.S.A. and handles very much detail in working out problems.  
He is on detail to South Building - does not work for the OTS organization - he works for RECD.  
OTS gives him the work orders - he responds directly to the people on problems.  
If OTS receives trouble calls, they turn it over to Brent - he brokers it with G.S.A.  
25X1   C/Logistics/OTS works through [ ]  
Brent Thompson does not handle G.S.A. Upgrades - they are handled by a separate part of G.S.A.  
Brent deals directly with G.S.A. Building Services Foggy Bottom Group for daily on-going support.  
Brent as a person and the previous individuals in his present job have done OTS a lot of good.

More on Brent Thompson

- 25X1      °   [ ] promotion recommendation was turned back three times.
- °   People in Central Building think he walks on water.
- °   He is doing all aspects of the job when no one else can.
- °   Everything in Central Building is getting fixed by Brent.
- °   Brent gets the job done (even though he doesn't tell you what he is doing.
- °   Brent's views are - I am here to do a job - it will get done - don't bother me and I won't bother you. He just goes and does it.

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### Question - Regarding State Department Initiative

- State Department has become contractor for Direct Contracting for M&O of their Headquarters facilities.

State Department has just established its own organization - hiring its own tradesmen including the best of former G.S.A. tradesmen.

OTS has just asked RECD to inquire as to getting the whole of Agency 2430 E. Street facilities under the umbrella of the State M&O contract services.

OTS awaiting RECD response.

### How to Improve Services Already Provided

- Anything can be improved - try streamlining.

All too frequently we do things a certain way because it was one way to solve a problem in response to a requirement in the past.

At that time it was valid.

We have continued to use the same procedure, but the reasons for it have long since changed or have been terminated.

#### Important Question:

Why are we doing it that same way?

Why not examine or try another, or a simple, or a better way?

Simply stated "We do it that way because we have always done it that way".

Automation should further drive the question "Why should we continue to do it that way".

We all have our own style and way of doing things and when we become comfortable in doing things the same way, we should then ask ourselves "Why are we doing it that way".

This awareness is the most critical ingredient in terms of appropriately meeting our needs and addressing the way we deal with the future.

### OTS New Idea Panel

- Suggestions

OL should consider identifying someone or several people to go around and conduct test scenarios of Logistics processes of what really happens, in a trouble shooting effort, rather than asking questions and getting answers or opinions on the matter from the interested party.

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Example - OTS P.C. Procurement Experience.

When surfaced as a potential problem (i.e. how long to get something and problems encountered to DOSO).

25X1 [redacted] walk it through the requisition coordination process and got the facts.

Problem - It took 30 to 45 days to get from OTS to Procurement Division.

They would not have identified the problem if they did not physically walk through it.

If they only asked questions, the answers to the questions would only be answers to part of the question and only relative to part of the problem.

Lesson - Just analytically walk a requisition through to find out what the various people are doing with it and why they want to see it. You may be very surprised at what you learn.

A new look by a new person is the way to examine, change, and streamline.

Many processes and procedures are individualistically designed for one's peculiar needs (way of doing things) and then perpetrated by others for years when it may not be necessary.

Problem Area. (One of biggest problems)

- ° People do not understand the Procurement process particularly in the contracting area. //

People think that procurement is the same thing as them going into the store and buying something.

Suggest OL helping itself and clients by educating through tutorials - going to different offices - to middle managers - explaining what the procurement process is all about - what it is - why - laws to be satisfied - ceilings - restrictions - limitations - and the extent to which the originator of a requirement can avoid those aspects and still be legal.

Such tutorials will also help the client to understand the problems and issues OL has to deal with so that instead of coming up with adversarial relationships, they could develop a cooperative relationship.

Procurement Division central has the most capable people to conduct these tutorials.

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The client syndrome is "I need it now".  
 Most people have no concept of what the rules are.  
 Therefore, OL must educate to ensure client understanding that "Just because you put the request in the out box, you cannot assume you start the clock".

### Vehicle Replacement

- New directive on vehicle replacement

If you need a vehicle replacement, D/L approval is required for other than routine requirements.  
 Routine time for vehicle replacement is 18 months.  
 There is no way anyone is going to think of or be willing to wait 18 months for a car replacement.  
 The D/L is being asked to sign one of three acceptable non-routine exceptions for getting the vehicles.  
 It is impossible in today's world to wait 18 months for a vehicle. We cannot operate under this kind of time scale.  
 There may be perfectly valid reasons for this directive, but it does not do OL Image much good.

### Problems and Issues on Which OTS Continuously Working

- More parking spaces.
- More control of OTS destiny in terms of facilities.
- Timely move

Move of a whole division from 2430 E Street to  was intended to reduce E Street population, relieve space occupancy density, and relieve parking problem.  
 OTS had expected a 50 person decrease.  
 OTS is now recruiting above ceiling with no limit.

- Modifications for OTS.

Why is it taking so long?  
 The interface effort started last summer (1984).  
 RECD needed requirements by November 1984.  
 RECD awarded contract on Phase II in late July for basic renovations only.  
 Target date for completion of basic renovations is December 7, 1985.

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There is yet no handle on when secure phones, black phones, Wang conduit, and Delta Data systems will be installed.

This work could end up being accomplished end-to-end after Phase II basic renovations have been completed resulting in a move date well beyond Dec. 1985.

The point is - OL is taking 1 1/2 years after original discussions with the DDA for approval and OTS is being moved [ ] in early 1986 only to be moved again into the new Headquarters Building in early 1987. Is this practical - realistic - or even the best interests of the government?

Customer Perceptions regarding OL's Phase II performance

Even though OL may have good reasons or excuses, the customer suffers.

OL is looked upon as not getting the job done - wasting money - and then going to move OTS in less than a year again.

The resulting customer attitude is a frustrating "I am not going".

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